

SUGGESTED AGENDA TOPICS

The following topics, together with some points to cover, are suggested for the off-site meeting. It would be helpful to emphasize the differences in agency systems from the typical Title V system. In addition to securing an orientation to each agency's personnel system, our interest is to identify the significant differences from the standard federal system and to identify the major differences between the IC agencies and the rationale for these differences.

1. Recruitment programs

Provide an overview of the agency recruitment program.

- areas of greatest competition with the private sector.
- general qualifications sought; what kind of people do you look for.

For hard-to-fill positions, points of interest include:

- salary range offered
- hiring levels; entrance level, experienced, or both.
- nature of special recruitment efforts.
- factors which are of greatest appeal to candidates in recruiting.
- what is the size of the pool from which selections are made.
- any quality assessment of new hires compared to those who decline employment.

2. Appointment procedures and requirements

- competitive or excepted appointments
- tests and other selection techniques used
- any validation conducted of selection techniques
- for Title V agencies, discuss significant variations, if any, from OPM's standard requirements.
- security requirements
- impact of security requirements on selection rate

3. Job classification program

- position or person based system.
- outline grade structure in comparison to Class Act system.
- non-supervisory and supervisory grade structure in (how class system deals with specialized knowledge and skills versus supervisory or management) key occupational areas.
- description of super-grade SES type program used.
- numbers of senior level positions. Limitations on numbers imposed.
- Selection process.
- presence of any grade structure problems caused by classification system. Where is more flexibility needed? Why?

4. Compensation practices including use of merit pay.

- describe pay schedule if other than GS.
- process for awarding in-grade pay increases
- if merit pay type system used, describe coverage, the process used, allowable increases, pool limits, etc.
- description of other compensation and reward programs used such as area allowances, special pay rates, hazardous duty pay, over-time policy, awards and other significant financial benefit programs.
- linkage of pay increases to performance appraisal system.
- pay reduction process
- leave and benefits which differ from Title V.

5. Promotion policies and procedures

- main career ladders in agency
- what is the promotion process which is used
- promotion expectations in key occupations
- frequency of movement between career fields; between organizations in agency.
- frequency of lateral entry at higher grades
- use of senior non-supervisory positions.

6. Performance appraisal

- description of the system used with emphasis on what employee attributes are evaluated: traits, task accomplishment, etc.
- describe any current redesign efforts underway
- view of management utility and employee satisfaction with the system.
- special performance appraisal problems caused by the nature of intelligence work.

7. Training and career development

- description of agency training organization and programs
- training in career fields
- training programs to facilitate changing career fields
- supervisory training programs
- SES candidates type training programs/executive development
- resources, staff and dollars, devoted to training programs
- resources increasing or declining

8. Mobility requirements

- how much staff mobility is there
- current mobility requirements
- any special benefits for mobile staff

- any change noted in staff willingness to relocate in recent years
- any special efforts being made to accommodate to two career families.

9. Quality of work life

- impact of security considerations such as cover, professional anonymity.
- any measures of overall staff attitude toward agency.
- any indications of staff satisfaction/dissatisfaction with the current personnel system.
- any indications of supervisory satisfaction/dissatisfaction with the current personnel system.
- indications of significant alcoholism, divorce, suicide problems.

10. Reduction in force procedures

- describe differences from the OPM system
- any problems

11. Adverse action procedures

- describe differences from OPM system
- assessment of current system. Data shows relatively few dismissals. Is this considered a positive factor?

12. Retirement program

- applicability of FERS: estimates of potential impact.
- any special retirement provisions for staff
- average age at retirement in key occupations
- any data as to how soon after eligibility persons retire
- data on percent of staff in key occupations who remain with the agency until retirement.

13. EEO and affirmative action

- minority and female representation in the agency workforce
- applicability of USG
- applicability of CSRA Garcia amendment
- discussion of any special recruitment programs for underrepresented.
- any particular affirmative action problems presented by the nature of the intelligence mission.

14. Turnover

- what is known about the characteristics of turnover in the agency
- any data available on turnover by occupation: by grade; by length of service
- any recent studies of turnover

15. Interface with other personnel systems in agency—civilian and military or with other agencies in co-located staff—possibly co-located staff working on the same program

- discussion of special problems or concerns presented by dual personnel systems in the agency.
- special problems of different systems for staff of two or more agencies working on the same program.

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